

**Advanced
Leadership
Assessment**

Test the level of your leadership relative to building Trust. Are you tired of the same old leadership assessments every year? Try this brief, but insightful, leadership measuring tool. See how you stack up with the best of the best in creating and maintaining trust.

Instrument Instructions

The following list is intended as an adjunct to, rather than replacement for, conventional leadership skill inventories. For highest validity, take a 360 degree view of the leader. There are 20 items with a basic level and an advanced level described for each skill area. Score each item on both the basic and advanced scales according to the following criteria:

- 1** – Rarely demonstrates this skill in a way that people recognize.
- 2** – Occasionally models this behavior, but is spotty in application.
- 3** – Normally exhibits this skill unless there is some special circumstance.
- 4** – Always models this attribute even if it causes personal discomfort.
- 5** – Is a true champion of this attribute. Not only practices it, but encourages others to model it as well.

Score all 20 items, then add up the total for both the Basic and Advanced categories. An interpretation scale for the totals is given below:

Basic Skill Level

- Higher than 80 – This leader shows solid performance consistently
- Higher than 60 – This leader is spotty on these performance characteristics
- Less than 60 – This leader needs some training or is perhaps in the wrong job.

Advanced Skill Level

- Higher than 90 – This is an exceptional leader and a model for others
- Higher than 70 – This leader is strong, but may need some centering
- Less than 50 – This leader needs help. May be in the wrong position.

Item	Basic Skill Level	1-5	Advanced Skill Level	1-5
Builds an environment of trust	Demonstrates consistency of words and actions. Does not play favorites.		Recognizes each interface is an opportunity to build or reduce trust in the organization. Avoids large trust withdrawals.	
Builds a winning and inclusive culture	Celebrates the “small wins” that lead to overall effectiveness of the team. Draws the best everyone has to offer and does not tolerate exclusion.		Emphasizes building culture as a central theme. Understands culture defines the quality of work life for the team. Places high emphasis on this aspect.	
Ability to be genuine and connect well with people at all levels	Communicates at the gut level and frequently tests for understanding. Not aloof or formal, but relaxed and approachable. Meets people frequently on their own turf.		Develops mastery for reading body language and uses this to enhance connectivity with all levels. Relates particularly well in group settings or presentations.	
Is firm but fair	Insists that people do what is right. Treats everyone with respect. Avoids playing favorites.		Teaches people to police themselves. Requires people to think through situations and make the right calls. Acts as a sounding board or coach, rather than an enforcer.	
Admits mistakes publicly	Takes the opportunity to admit when a mistake has been made. Asks for help and forgiveness.		Uses mistakes as a tool to build further trust in the organization by being public with the situation. Does not let EGO get in the way of this action.	
Leads by example	Follows the rules and demonstrates full engagement in the business. Calls on everyone to act accordingly.		Goes the extra mile to demonstrate passion. Often sacrifices personal gain or comfort to show commitment.	
Demonstrates Integrity	Shows high ethical standards in all dealings. Does not yield to the temptation to “spin” slightly improper actions.		Makes decisions based on the highest standards of integrity. Sometimes surprises people with decisions that are right, even though they cause the leader some embarrassment.	
Listens deeply	Practices active listening and verifies the correct message has been heard.		Goes beyond active listening to insure understanding of what is behind the input. Seeks out deep understanding of the issue. Leaves people with a sense of being understood, rather than just heard.	

Item	Basic Skill Level	1-5	Advanced Skill Level	1-5
Allows people to give their input	Taps into the entire organization for ideas and input.		Goes out of the way to encourage active participation. Has the ability to read when people are holding back for some reason.	
Negotiates and advocates well	Represents the views of people accurately. Maintains credibility by not overselling the case. Knows when to push and when to back off.		Advocates the position consistent with the vision in an empowering way from the employee's point of view. Does not automatically accept bureaucratic hindrances such as "gag rules" without diplomatically pushing back.	
Operates as a "level 5" Leader	Demonstrates simultaneous passion for the business and personal humility		Frequently uses the window/mirror analogy where people are given the credit for good performance, but the leader assumes personal blame for poor performance.	
Makes good decisions and demonstrates business acumen	Makes decisions that are consistent with the business direction, but also shows sensitivity to people. Perseveres with good decisions, even when under extreme pressure.		Reaches decisions from a holistic view of situations and delegates authority to the appropriate level. Sells difficult or unpopular decisions based on personal credibility and strength.	
Builds a reinforcing culture	Reinforces all behaviors that support the goals. Is unbiased in application of reinforcement. Shows sensitivity to how people view all reinforcement activities, especially the issue of fairness.		Tests to verify reinforcement will be viewed by the receiver in the spirit intended before taking action. Verifies reinforcement has the right impact and learns from any miscues.	
Communicates well with groups	Reads audiences well. Avoids the "eyes glaze over" effect by keeping everyone engaged in the topic.		Goes beyond the talking/listening aspects and insures the key message is internalized. Verifies understanding of key points before the group adjourns.	
Calms stressful conditions and diffuses explosive situations	Avoids getting into a "mob scene" situation. Contains negative energy and does not allow people to lose control.		Deals with issues well before pressure is built up. Allows people to vent, but manages the situation and turns it toward constructive dialog.	
Manages personal development	Seeks input on ways to improve performance. Welcomes constructive input and does not become defensive.		Considers the art of effective leadership as a life-long learning opportunity. Becomes a role model of continuous improvement for other leaders.	

Item	Basic Skill Level	1-5	Advanced Skill Level	1-5
Generates passion	Models enthusiasm for the people and the business. Shows personal engagement through actions.		Generates passionate engagement in others. Creates a sense of ownership of the business in all people.	
Develops others	Lets people know their development is a high priority. Follows up to ensure all people view their training as highly effective.		Seeks to bring out the leadership in all people. Considers all interfaces to be opportunities for growth in capability. Uses current situations as a “living laboratory” of leadership.	
Reduces credibility gap between management and first line workers	Explains policies and seeks out areas for clarification. Makes sure management understands the impact of decisions on people.		Communicates effectively in both directions to reduce any disconnects. Negotiates win-win solutions.	
Builds a “safe” environment	Works to create an environment where people feel free to express themselves without fear of retribution. Deals with conflicts in accordance with stated values.		Creates an environment of high trust where people are free to express their concerns. Lets people know their input is respected and highly valued.	